



## Balanced Scorecard: computer automated strategy for AMARC's future

By Rob Raine  
AMARC Public Affairs

Transforming to the Balanced Scorecard (BSC) will give the Aerospace Maintenance and Regeneration Center (AMARC) a dynamic means to track and update Center strategic plans, helping to inform Center decision making and guide future success.

"We used to develop a strategic plan once a year," said Joe Chacon, change agent in AMARC's transformation office. "With Balanced Scorecard we can update goals and objectives as they happen. Think of it as a computerized list of needs and accomplishments – instead of waiting a year to update the list, BSC lets us check off items in real time."

By communicating strategy to every level within AMARC, balanced scorecard integrates corporate strategy with everyday decision making. BSC represents more than just a static set of measurements. In a sense, BSC continuously checks the Center's pulse in five essential perspectives to better reflect information and changes in the Center's climate.

Using BSC's five key perspectives, financial, focused business process, quality facilities, production, and personal learning and growth, AMARC can translate its vision and strategy into world class output.

Our people make AMARC. And like any industrial organization that means people need training, they need to be heard and have their concerns and ideas addressed and, when practical implemented. In short, by taking

care of our people, we develop a strong, productive, and dedicated work force, which keeps AMARC mission ready.

Additionally, the best people need the best workplace in order to accomplish their jobs. That means AMARC must have the proper equipment and

products the customer wants, on time and on cost.

In that sense, BSC compares to branding. Customer perceptions about products and services define a corporation's brand. Often those perceptions are triggered by a logo as simple as the "Swoosh," the "Golden Arches," or – the "Phoenix!"

By providing the means to take the pulse of customer perceptions and levels of satisfaction, BSC will allow AMARC's leadership to monitor how well we support our customers and the quality level of the Center's products. Customer focus combined with quality products and services will build the AMARC brand, so that when customers see the Phoenix, they'll have an immediate, positive response.

BSC also allows the AMARC leadership to look ahead at how the Center does business.

Prior to BSC, standard business models looked at the Center's bottom line – quarterly profit and loss totaled up at the end of a fiscal year. However, that standard model shows a historical picture – events that have already happened, too late to change them.

Using BSC, AMARC's decision makers can continuously monitor progress toward objectives, track results, and make informed decisions to better guide the Center and provide feedback for improvement. In short, BSC provides AMARC with the best decision making tools available to help ensure the Center's future success.

Ultimately, BSC will translate strategy into objective measures, targets and initiatives that will help place AMARC into a better position to meet AFMC and USAF requirements in support of the warfighting effort.



Resources Management Division (MAW) Committee members receive training in BSC from Joe Chacon and Sharon Nelson (right).

facilities, and the work environment must be safe and secure. AMARC's Vision 2015 represents the Center's ongoing commitment to infrastructure improvements.

BSC also changes the way we look at customers. Under the old business model, the bottom line told all. But as many American companies have learned, waiting for the end-of-year report to discover that customers have taken their business elsewhere can leave an organization in serious financial trouble. BSC focuses on supporting the customers' needs through close interaction and feedback, and by delivering the quality

## AMARC welcomes new Center Director, Sam Malone

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The Aerospace Maintenance and Regeneration Center welcomes new Center Director, Mr. Sam Malone to the team.

Mr. Malone joins AMARC having most recently served as Deputy Director, 76th Propulsion Maintenance Group, 76th Maintenance Wing, Tinker Air Force Base, Okla. There, he led a 2,000-person organization in providing aircraft jet engine and engine component repair at the Air Force's only depot-level engine maintenance facility.

He oversaw the repair of engines and major engine assemblies for the F-15, F-16, E-3A, E-6, E-8, B-52, C-141, B-1B, KC/RC-135 and F/A-22, supporting both Air Force and Navy workloads. He managed the



Center Director,  
Mr. Sam Malone

finances for a 2.5 million hour annual workload with an operating budget exceeding \$1 billion. He was also responsible for the 15-year Propulsion Business Area (PBA) contract (F100, TF39 & T56 Engines) valued at \$10.5 billion.

"Mr. Malone brings a wealth of maintenance experience to AMARC," said Col Lourdes Castillo, AMARC's Commander.

AMARC's direct support for the warfighter first sparked Mr. Malone's interest. "I enjoy the production side of the AFMC mission," he said.

Mr. Malone noted that workforce safety as well as product quality with a customer focus, form the foundation for AMARC's efforts.

"Immediately, I want to get immersed in the AMARC history and culture, to get to know our workforce," said Mr. Malone.

He views AMARC's proud accomplishments as a jumping off point for the future. "I'm a believer in Lean principles and implementation," Mr. Malone said. "We need to keep looking at both production and production support processes. If there's a better, more efficient way to accomplish a task, let's find it; because by defining our revenue-generating tasks and eliminating all waste, we'll add value to our products and services."

## What is a measure of career success?

**Col Lourdes Castillo,**  
AMARC Commander



A few years back, the Director of Personnel at the Air Staff released a memo talking about realistic career expectations. Its intent was to rightly point out that not every one could end up their career as a Colonel, Chief Master Sergeant, or GS-15. Though this memo was simply intended to point out the mathematical realities of fewer promotions to give out as grades increase, the wording of the memo unfortunately gave the impression that one's final grade was the primary yardstick in measuring what should be considered a "successful career."

Even prior to this memo, all of us "Type A" personalities—the type of civilians and military members that the Air Force intentionally seeks to attract and retain—were already ultra-competitive, working hard to be successful, for more responsibility, to be recognized as number one, and for that next promotion. Face it, no one in the Air Force seeks to become "Satisfactory in All We Do." But what really is a successful career? Is it just high grades, winning out

over someone else, or serving in a top-level job? I don't think so.

I believe that a successful Air Force career can be measured in many ways, but grades or positions achieved are probably the least important. As all of us eventually learn, at some point we will not be selected for that next big job. Someone else will be selected as the supervisor, director, the command chief, or commander, but that doesn't mean those that don't fell short. Instead, I believe that a successful career is one that—no matter how short and irrespective of promotions—satisfies two things: 1) did you accomplish something and 2) are you prepared for what's next?

First, what did you help accomplish while a member of the Air Force team? Over the past 20 years, together as a team, we did plenty. We kept freedom alive around the world, defeating communism's grip on Eastern Europe. Freeing five hundred million people is certainly more than satisfactory. We also freed millions of Kuwaitis during the first Gulf War and we've now freed millions more Iraqis from a murderous dictator—also much more than satisfactory. And around the world during thousands of humanitarian operations, we've protected the weak, fed the hungry, healed the sick, sheltered the homeless, and helped those that needed our help. Saving and enriching millions of lives is also well beyond satisfactory.

Secondly, has our time in the Air Force prepared us for the rest of our life? Whether we serve four years

or forty, are we prepared for the next phase of our life on the day we stop serving? Have we improved ourselves? Yes—we all have. Simply being a member of the AF team earns one respect. From the first day I joined the Air Force, people, from my family to strangers I'd never met before, have shown me more respect, trust, and gratitude than I could have earned in any other career. Employers seek to hire those who serve in military environments—we're appreciated far and wide as well educated, trustworthy, loyal—and we're known for simply getting the job done, no matter what.

So as we all approach the end of our service, whether we wear a uniform, a coat and tie, or a blue collar, remember this when you think about a successful career. History never records individual victories like big jobs or big promotions. History will record only that you, as a member of the US Air Force, helped defeat evil, oppression, hunger, and those who would oppose freedom anywhere. And that together, we were all gloriously more than satisfactory!

"Don't waste life in doubts and fears; spend yourself on the work before you, well assured that the right performance of this hour's duties will be the best preparation for the hours or ages that follow it."

~ Ralph Waldo Emerson (1803-1882)

## Congratulations Lt Col Wendell



Congratulations to Lt Col Jon Wendell, director, flight test for surpassing 2,000 flying hours in the F-4 Phantom. Essentially Lt Col Wendell's achievement equals nearly three months of round-the-clock flying in the aircraft. A dwindling number of F-4s flying also spells diminished opportunities to attain this career milestone in the Phantoms. Well done Lt Col Wendell!!

## AMARC on History Channel

Monte and Jason Markham's Perpetual Motion Films series will feature AMARC on June 19 at 9:00 p.m. on the History Channel. Mr. Markham worked closely with the Center in preparing the hour-long feature. "I think you'll be very satisfied with it," said Mr. Markham. The AMARC feature focuses on the Center's capabilities, ultimately conveying it's modern, industrial-center image.

## AMARC's Wingman Day

By Rob Raine

Public Affairs Specialist

The Aerospace Maintenance and Regeneration Center (AMARC) held its Wingman Day on May 6 in an effort to foster unit cohesion, health and wellness.

AMARC Commander Col Lourdes Castillo launched wingman day providing three briefings at staggered intervals in order to encompass the entire Center workforce. After a general overview of the day's purpose, Col Castillo explained the dangers of too much stress as well as the ways to recognize it and strategies to cope with, dissipate and overcome excessive stress.

"Some stress is normal," Col Castillo told her audience. "Know how much stress you can handle and choose the means to deal with what you can't." Options for stress reduction included physical exercise, discussion with friends and/or supervisor, and when needed, professional counseling, all services available through the Air Force.

In addition to AMARC's Commander, 355th Wing Chaplain provided employees with information on services available through that office. Information was also provided on public health and suicide prevention. Center employees then fanned out to a variety of informational presentations including the use of fitness center equipment, developing a personal exercise program; a health fair which included blood pressure test, step test, flexibility test, grip strength and pulmonary oxygen capacity test; briefings on financial security; My Pay – Air Force's new electronic LES system; and sign-up for the Defense Travel System.

Center employees completed Wingman Day in work center discussions and operational risk management assessments. All-in-all, a successful event.



*Junior Force Council President Larry Henry demonstrates proper free-weight technique during AMARC's Wingman Day events.*

